

Dietzel GmbH, A-1111 Wien, Postfach 50

**GLOBAL REPORTING INITIATIVE  
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## **Dietzel GmbH**

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1<sup>st</sup> March 2013

EXP/hk

**Subject: Report for the Period 1<sup>st</sup> January to 31<sup>st</sup> December 2012**

Company Name: Dietzel GmbH

Prepared by

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## **1. Profile**

### **Strategy and Analysis**

#### **1.1 Statement of the Company Owner and Managing Director on the UNGC**

*'When we joined the United Global Compact we wanted to make a clear statement that our company respects human rights, complies with highest job standards, promotes projects for improving environmental protection and also fights corruption. Additionally, we also intend to further improve our image as a quality supplier and the perception our partners have of our company and operations.'*

*As an international company the confidence of our customers and employees is of highest importance for us. Therefore, we adhere to the ten principles of the Global Compact and commit ourselves to striving for trustful partnerships and excellence in cross-border networking. By doing so, we believe in contributing to the aims of the UN Global Compact and to the importance of this partnership and the spread of its ideas.*

*We are proud member and active participant of this initiative and will further encourage the sustainable development of our company in full respect of the Global Compact's principles.'*

Vienna, March 2013  
Dr. Michael Pöcksteiner

This report has been distributed to stakeholders of the company and published on the company's homepage.

## 2. Organisational Profile

### 2.1 Name of the organisation:

Dietzel GmbH

### 2.2 Primary brands and products:

Univolt Cable Management Systems

HFT conduits systems

FX and FXP pliable conduits

### 2.3 Operational structure:

See organisation chart in appendix 1 and process map in appendix 2

### 2.4 Location of organisation's headquarters:

1. Haidequerstrasse 3-5, 1110 Vienna, Austria

### 2.5 Number of countries where the organisation operates:

Nine, see appendix 3 for details

### 2.6 Nature of ownership and legal form:

Private limited company, shares held by Dr. Michael Pöcksteiner (75%) and Dr. Ernst Pöcksteiner (25%)

### 2.7 Markets served:

Product based: low voltage industry, electrical industry, building industry

Customer Based: specialised wholesalers, project engineering companies, specialised industry, electrical installers

Geographically: Europe, Gulf Region, South-East Asia, Australia, America, and Africa

### 2.8 Scale of the reporting organisation:

Small and medium size enterprise

### 2.9 Significant changes during the reporting period:

None

### 2.10 Awards received in the reporting period:

Ecoprofit® 2012

*'ECOPROFIT® is a cooperative approach between the regional authority and local companies with the goal of reducing cost for waste, raw materials, water, and energy.'* (Wikipedia, 2011)

*'The basic idea of ECOPROFIT® is a win-win-model, using integrated environmental technologies to strengthen businesses economically and simultaneously improve the local environment. Enterprises are enabled to cut their costs through investments into operational environmental protection and to increase their eco-efficiency.'* (Ecoprofit homepage, 2011)

## 3. Report Parameters

### 3.1 Reporting period:

January 1<sup>st</sup> to December 31<sup>st</sup>, 2012

### 3.2 Date of most recent previous report:

Not applicable

### 3.3 Reporting cycle:

Annual

### 3.4 Contact point for questions:

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### 3.5 Process for defining report content:

The present report is based on the Global Compact reporting structure and corresponding templates.

### 3.6 Boundary of report:

This report refers only the operations of Dietzel GmbH and none of the subsidiaries. Exceptions are those numbers or figures that refer also to transactions within the group of companies or where a separation according to business units was unfeasible or futile. Therefore, a distinction between local and non-local has not been made as only the factory and head-quarters in Vienna are concerned.

### 3.7 Specific limitations on the scope of report:

None

### 3.8 Basis for reporting:

Evaluations and performance in the year 2012

### 3.9 Data measurement techniques and the bases of calculations:

Described where applicable

### 3.10 Significant changes from previous reporting periods:

Not applicable

### 3.11 Explanations and reasons for re-statements:

Not applicable

### 3.12 GRI content index:

Indicator	Remarks	Indicator	Remarks	Indicator	Remarks
EC1	report on page 7	EN21	report on page 10	HR4	report on page 15
EC2	report on page 7	EN22	report on page 10	HR5	report on page 16
EC3	report on page 7	EN23	report on page 10	HR6	report on page 16
EC4	report on page 7	EN24	report on page 11	HR7	report on page 16
EC5	report on page 8	EN25	report on page 11	HR8	report on page 16
EC6	report on page 8	EN26	report on page 11	HR9	report on page 16
EC7	report on page 8	EN27	report on page 11	HR10	report on page 16
EC8	report on page 8	EN28	report on page 11	HR11	report on page 16
EC9	report on page 8	EN29	report on page 11		
		EN30	report on page 11	SO1	report on page 16
EN1	report on page 8			SO2	report on page 16
EN2	report on page 9	LA1	report on page 11	SO3	report on page 16
EN3	report on page 9	LA2	report on page 12	SO4	report on page 16
EN4	report on page 9	LA3	report on page 12	SO5	report on page 16
EN5	report on page 9	LA4	report on page 12	SO6	report on page 17
EN6	report on page 9	LA5	report on page 12	SO7	report on page 17
EN7	report on page 9	LA6	report on page 13	SO8	report on page 17
EN8	report on page 9	LA7	report on page 13	SO9	report on page 17
EN9	report on page 9	LA8	report on page 13	SO10	report on page 17
EN10	report on page 9	LA9	report on page 13		
EN11	report on page 9	LA10	report on page 13	PR1	report on page 17
EN12	report on page 9	LA11	report on page 13	PR2	report on page 17
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EN17	report on page 10			PR7	report on page 18
EN18	report on page 10	HR1	report on page 15	PR8	report on page 18
EN19	report on page 10	HR2	report on page 15	PR9	report on page 18
EN20	report on page 10	HR3	report on page 15		

## 4. Governance, Commitments and Engagements

### 4.1 Governance structure of the organisation:

The governance structure of the organisation involves the following elements:

- Basic management principles for executives
- Approval processes according to ISO 9001 and the corresponding quality assurance regulations
- Code of conduct including the mission statement and the code of ethics (see appendix 4, 5 and 6)

### 4.2 Relation of chair of highest governance body and executive officer:

Same person

### 4.3 Number and gender of members of the highest governance body:

On the management level fourteen, one female (see organisation chart in appendix 1)

### 4.4 Mechanisms for recommendations or direction to the highest governance body:

Recommendations or directions to the highest governance body can be given informally and direct to the head of the relevant department either at any time or with appointment.

### 4.5 Linkage between management compensation and organisation's performance:

Not applicable

### 4.6 Avoidance of conflict of interest:

Not applicable

### 4.7 Compensation determination:

Not applicable

### 4.8 Internally developed code of conduct:

Internally developed principles are the code of conduct and the basic management principles for executives (both available for employees from our intra-net web presence; see appendix 5 and 6).

### 4.9 Procedures for identifying and managing risks:

Risk assessments are made from time to time in co-operation with Denkstatt GmbH based on the so called 3F method.

### 4.10 Evaluation of governance body's performance:

Not applicable

### 4.11 Explanation of precautionary approach or principle:

We conduct Six Sigma analyses in co-operation with MCG - Management Contracting Group. Original implementation of Six Sigma included training in underlying methods and approaches with key personnel in our company. Projects are identified annually by assessing key issues within the company's departments together with managing directors. Organisationally, Six Sigma projects are owned by the Controlling Department who also review initiatives. The formal basis for any project is laid down in a Six Sigma manual. Projects in 2012 were:

Department	Project	Target
Purchasing	delivery terms	improvement of incoming deliveries
Maintenance	compressed air	reduction of compressed air consumption
Information Technologies	electronic filing	reduction of paper use
Logistics	cargo handling	improvement of use of loading equipment
Production	material waste	reduction of start-up material

### 4.12 Externally developed charters, principles, or other initiatives:

Dietzel GmbH is member of ÖAKR, an Austrian association of plastics processing companies, with the purpose of collecting and recycling plastic waste. ÖAKR members promote the recycling of especially long-lasting plastic building materials in order to establish a closed material cycle. Doing so, ÖAKR not only meets the public interests in Austria but also the relevant EU directives and the voluntary commitment of the European PVC processing companies.

#### 4.13 Memberships in associations:

Dietzel GmbH is member of the following associations:

- VÖK: Association of Austrian Plastics Processing Companies, a non-profit organisation with the aim of promoting industry relevant knowledge and expertise, financial support of the industry's trainees and promotion of the industry's reputation.
- GFKT: Organisation for the Promotion of Plastics Technologies, an association focussing on providing support for education programmes, especially for plastics technology engineers, and carrying out research projects with plastics processing companies.
- University of Leoben: Curatorship of research and promotion programmes concerning educational fundamentals and teaching contents specifically for the plastics industry.
- TGM: Curatorship in Austria's specialised school for technical engineers with the aim of promoting specific education programmes for plastics engineers.
- ÖAKR: Austrian association of plastics processing companies, with the purpose of collecting and recycling plastic waste (see point 4.12).
- ÖGV: Representative of interests for industry, commerce, trade and liberal professions; key concern is the creation of an appropriate framework for free enterprises based on a social market economy.
- Innung der Kunststoffverarbeiter: Professional association of plastics processing companies which defines standards, and requirements concerning the general conditions for the industry, addresses interests of the industry and work safety issues, and stipulates training contents and accreditation requirements for apprentices.
- Cenelec and IEC: European and international standardisation bodies and committees for electro-technical standardisation with the intention to unify international standards for cable management systems and define minimum technical safety and quality requirements.
- Wirtschaftsforum der Führungskräfte: Economic forum of professionals and businessmen for the promotion of executives.

#### 4.14 List of stakeholder groups engaged by the organisation:

Original stakeholder identification: Blöchel, H., 2009, 'Kriterienkatalog Soziale Verantwortung von Unternehmen', p. 46ff.

Ranking	Stakeholder	Criteria							Total
		CSR Fundamentals	Economy	Ecology	Work	Human Rights	Society	Product Stewardship	
1	Management Board	4	5	4	5	3	4	5	30
2	White-Collar Workers	3	5	3	5	2	4	5	27
2	Blue-Collar Workers	4	5	3	5	2	3	5	27
3	Dietzel GmbH	4	5	4	4	1	3	5	26
4	Quality Assurance	4	3	4	5	1	3	5	25
5	Executive Managers	2	5	3	3	2	2	5	22
6	Mission	3	3	3	3	2	2	5	21
7	Univolt Codex	3	2	3	4	2	2	4	20
7	Competitors	2	4	3	1	1	4	5	20
8	Company Image	3	4	3	2	1	1	5	19
8	Code of Conduct	5	1	2	3	1	3	4	19
9	Customers	2	4	2	2	1	2	5	18
10	Authorities	1	2	2	4	1	5	1	16
10	NGOs	3	1	1	1	5	4	1	16
10	Safety Specialist	3	2	3	5	1	1	1	16
11	Shop Stewards Committee	2	2	1	5	1	3	1	15
11	Research and Development	1	2	3	2	1	1	5	15
11	Patents	1	1	4	1	1	2	5	15
12	Disabled Persons	2	1	1	5	1	4	1	15
13	Banks	1	5	2	2	1	1	2	14
13	Municipality	1	2	2	2	1	4	1	13
14	Standardisation	1	1	3	1	1	1	5	13
14	Company Physician	1	1	1	5	1	1	2	12
14	Ethnic Groups	2	3	1	3	1	1	1	12
14	Education	1	1	3	1	1	2	3	12
14	Suppliers	1	5	2	1	1	1	1	12
14	Men	1	1	1	5	1	1	2	12
15	Women	1	1	1	2	1	1	1	8

Quantification: 5 = highest concern, 4 = high concern, 3 = medium concern, 2 = low concern, 1 = lowest concern

4.15 Basis for identification and selection of stakeholders:

Stakeholders of the company were identified in a study conducted by Mrs. Helga Blöchl, DSA, in 2009 in the form of a criteria catalogue and as a field report about corporate social responsibility in our company. This catalogue had been developed by 'Network Social Responsibility'. The identification method is the so called relations board, a diagnostic tool for visualising the relations of stakeholders to the company with reference to specific criteria. Criteria in this context refer to issues that are of central concern in dialogues with stakeholders. The quantification for the ranking stems from a self-assessment conducted in 2011.

4.16 Approaches to stakeholder engagement:

Not applicable

4.17 Key topics and concerns that have been raised through stakeholder engagement:

Not applicable

## Reports on GRI Indicators (Version 3.1)

### Indicator EC 1

Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments: As the final auditing of our financial statements takes place at the end of March, the figures shown in the following table may deviated slightly from those in the audited version. All values are given in euro. The economic value retained actually reflects our net income for the year 2012 but without deduction of depreciation.

Component	Value 2011	Value 2012	Change
Direct economic value generated			
Revenues	43,930,078.87	43,819,854.02	-0,3%
Economic value distributed			
Operating costs	33,229,900.49	32,766,194.60	-1.4%
Employee wages and benefits	9,593,452.95	10,014,049.70	+4.4%
Payments to providers of capital	339,570.67	263,962.13	-22.3%
Payments to government	9,309.00	14,843.00	+59.4%
Community investments	0.00	0.00	0.0%
Economic value retained			
Total (net income for the year)	757,845.76	760,804.59	+0.4%

### Indicator EC 2

Financial implications and other risks and opportunities for the organisation's activities due to climate change: Not applicable for 2012

### Indicator EC 3

Coverage of the organization's defined benefit plan obligations: The numbers show the total of defined benefit plan obligations, particularly those required by Austrian law but also including training or promotion benefits in 2012:

Staff Category	Employer Contribution	Employee Contribution	Total Amounts	Total Salaries	Percentage of Total Salaries
blue-collar workers	752,604.05	630,387.37	1,382,991.42	3,717,239.99	37.20%
male	707,447.81	592,564.13	1,300,011.93	3,494,205.59	34.97%
femal	45,156.24	37,823.24	82,979.49	223,034.40	2.23%
white-collar workers	629,730.52	518,595.29	1,148,325.81	2,891,729.15	39.71%
male	434,514.06	357,830.75	792,344.81	1,995,293.11	27.40%
femal	195,216.46	160,764.54	355,981.00	896,436.04	12.31%
Total	1,382,334.57	1,148,982.66	2,531,317.23	6,608,969.14	38.30%

Despite a reduction of total salaries to the extent of 1% the share of total contributions rose in the same time by 1 percentage point due to higher taxes in 2012.

### Indicator EC 4

Significant financial assistance received from government: Financial assistance received in 2012 covered:

- Credit insurance payments: 90,566.61 euro

#### Indicator EC 5

Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation: The categories in this table correspond with those according to collective bargaining agreements in Austria. The ratios refer to the level of average entry wage above the relevant minimum wage applicable for the individual position.

Employment Type	Percentage above Relevant Minimum Wage
white-collar workers	39.25%
male	62.89%
female	15.60%
blue-collar workers	21.20%
male	5.10%
female	37.29%
plastics processing workers	12.88%
male	12.88%
female	-
electro-technical workers	2.45%
male	2.45%
female	-
Average	18.95%
male	26.44%
female	20.83%

#### Indicator EC 6

Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation: The company has no policy or common practice for preferring locally based suppliers except for energy supply.

#### Indicator EC 7

Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation: There is no existing formal regulation for hiring procedures in our company. Selection processes normally depend on the type of position and required qualification levels. Usually, the following procedures apply:

- recruitment over the Public Employment Service Austria (AMS)
- recruitment over advertisements and publications followed by personal interviews
- personal recommendations
- rarely by making use of professional recruiters

In 2012 we only hired one person for the senior management (head of IT).

#### Indicator EC 8

Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement: **Not applicable**

#### Indicator EC 9

Understanding and describing significant indirect economic impacts, including the extent of impacts: **Not applicable**

#### Indicator EN 1

Materials used by weight or volume: Main materials used were (all of them non-renewable)

- PVC – 6,665 tons
- halogen-free plastics – 541 tons
- additives – 1,238 tons
- recycled material – 241 tons



#### Indicator EN 2

Percentage of materials used that are recycled input materials: With reference to the numbers shown under indicator EN 1 the percentage of recycled material is 2.77%

#### Indicator EN 3

Direct energy consumption by primary energy source: Direct energy sources and consumption were

- electric energy – 5,723 MWh (reduction of 8.3% compared to 2011)
- district heating – 1,728 MWh (increase of 27.1% compared to 2011)

#### Indicator EN 4

Indirect energy consumption by primary source: Indirect energy sources and consumption were

- diesel – 866 MWh (increase of 2.7% compared to 2011)
- public transport – 158 MWh (reduction of 38.8% compared to 2011)

#### Indicator EN 5

Energy saved due to conservation and efficiency improvements: Two key projects in 2012 were the installation of a new cooling system and a compound drying unit, which allowed reducing the total energy consumption of the company by 5%. The relevant investments lead to almost 4 times more energy savings compared to 2011 with a total of 349.20 MWh (1,257.12 GJ).

#### Indicator EN 6

Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives: Not applicable for our products

#### Indicator EN 7

Initiatives to reduce indirect energy consumption and reductions achieved: Ongoing initiatives to reduce energy consumption are primarily investments into renewal of machinery and production equipment. The results are shown under indicators EN 5 and EN 18

#### Indicator EN 8

Total water withdrawal by source: The company withdraws water from the following sources

- own well – 574,844 m<sup>3</sup> (reduction of 9.1% compared to 2011)
- public water supply – 3,644 m<sup>3</sup> (reduction of 51.3% compared to 2011)

#### Indicator EN 9

Water sources significantly affected by withdrawal of water: Not applicable

#### Indicator EN 10

Percentage and total volume of water recycled and reused: Most of the water is for cooling purposes and therefore not subject to special treatment after consumption. The percentage of reused water is 98.80%

#### Indicator EN 11

Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas: Not applicable

#### Indicator EN 12

Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas: Not applicable

#### Indicator EN 13

Habitats protected or restored: None

Indicator EN 14

Strategies, current actions, and future plans for managing impacts on biodiversity: **None**

Indicator EN 15

Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk: **None**

Indicator EN 16

Total direct and indirect greenhouse gas emissions by weight: Direct green house gas emissions are calculated on basis of energy consumption and applying the official equivalent factors issued by the relevant Austrian Ministry, assessed in for Ecoprofit.

- direct emissions from and district heating (electric energy is carbon neutral) – 186 tons per year (reduction of 24,7% compared with 2011)

Indirect green house gas emissions are calculated referring to the ICBE carbon database.

- indirect emissions from diesel consumption and public transport – 262 tons per year (not comparable with previous report due to changes in assessment method)

Indicator EN 17

Other relevant indirect greenhouse gas emissions by weight: **None**

Indicator EN 18

Initiatives to reduce greenhouse gas emissions and reductions achieved: **Due to the renewal of machinery (voluntary) and production equipment a total of 55 tons CO<sub>2</sub> emissions shall be saved per year.**

Indicator EN 19

Emissions of ozone-depleting substances by weight: **Not applicable**

Indicator EN 20

NO<sub>x</sub>, SO<sub>x</sub>, and other significant air emissions by type and weight: Emissions are assessed by referring to official equivalent factors issued by the relevant Austrian Ministry

- SO<sub>2</sub> – 188 kg per year (not comparable with previous report due to changes in assessment method)
- NO<sub>x</sub> – 930 kg per year (not comparable with previous report due to changes in assessment method)

Indicator EN 21

Total water discharge by quality and destination: Water is discharged to only two destinations

- public sewerage – 3,644 m<sup>3</sup> (reduction of 51.3% compared to 2011)
- soakage system – 574,844 m<sup>3</sup> (reduction of 9.1% compared to 2011)

Indicator EN 22

Total weight of waste by type and disposal method: **Company waste in 2012 comprised**

Waste Type	Volume	Change	Disposal Method
industrial waste	117 tons	+8.3%	thermal disposal
wood	23 tons	±0.0%	recycling
paper	80 tons	-14.9%	recycling
plastic films (mainly for packaging)	45 tons	+12.5%	recycling
PVC	138 tons	+55.1%	recycling

Indicator EN 23

Total number and volume of significant spills: **None**

Indicator EN 24

Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally: **Not applicable**

Indicator EN 25

Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff: **Not applicable**

Indicator EN 26

Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation: **None**

Indicator EN 27

Percentage of products sold and their packaging materials that are reclaimed by category: **Packing material is normally not returned but disposed of locally by end users. We only have a system of returnable loading carriers in place with subsidiaries or specific customers. This includes collapsible hobbocks, crates, cages and pallets.**

Indicator EN 28

Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations: **Not applicable**

Indicator EN 29

Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce: **Not applicable**

Indicator EN 30

Total environmental protection expenditures and investments by type: **Renewal of the cooling system, the compound drying unit and new equipment for the production of halogen-free conduits with an overall investment value of 579,299.51 euro.**

Indicator LA 1

Total workforce by employment type and employment contract broken down by gender: **The categories or employment contracts listed here are corresponding with those of the collective bargaining agreements in Austria.**

Staff Category	Full Time Workers		Part Time Workers	Total
	Administration	Production		
blue-collar workers	20	98	1	119
male	20	92	-	112
female	-	6	1	7
white-collar workers	50	22	17	89
male	44	16	4	64
female	8	8	13	39
apprentices	1	1	-	2
male	1	1	-	2
female	-	-	-	-
Total	71	121	18	210

Indicator LA 2

Total number and rate of new employee hires and employee turnover by age group and gender:  
 New hires 26 (22 male; 4 female); 12.4% of total workforce of which five left again the same year.

Employee turnover in numbers by age group and gender:

Gender	Age Group	Resignation	Termination/ Dismissal	Retirement	Redundancy	Gross Misconduct
male		11	2	5	1	
	60 or above	1		4		
	50-59	1	1	1		
	40-49	1	1		1	
	30-39	3				
	20-29	5				
	16-19					
female			1	1	2	
	60 or above			1		
	50-59					
	40-49		1		1	
	30-39				1	
	20-29					
	16-19					
Total	23	11	3	6	3	

Employee turnover as ratio by age group and gender:

Gender	Age Group	Resignation	Termination/ Dismissal	Retirement	Redundancy	Gross Misconduct
male		5.23%	0.95%	2.38%	0.48%	
	60 or above	0.48%		1.90%		
	50-59	0.48%	0.48%	0.48%		
	40-49	0.48%	0.48%		0.48%	
	30-39	1.43%				
	20-29	2.38%				
	16-19					
female			0.48%	0.48%	0.95%	
	60 or above			0.48%		
	50-59					
	40-49		0.48%		0.48%	
	30-39				0.48%	
	20-29					
	16-19					
Total	10.95%	5.23%	1.43%	2.86%	1.43%	

Indicator LA 3

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation: **Not applicable**

Indicator LA 4

Percentage of employees covered by collective bargaining agreements: **In accordance with Austrian legislation 100%.**

Indicator LA 5

Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements: **Apart from those specified by Austrian laws or regulations non existent.**

Indicator LA 6

Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programmes: **4% of total staff** (9 persons, 1 member more compared to 2011)

Indicator LA 7

Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by gender: The numbers refer to work related injuries during the reporting period, other reasons for absenteeism or occupational diseases do not apply. Total workdays in 2012 were 249 with 8 hours work time per day.

Staff Category	Number	Total Hours	Total Days	IR
blue-collar workers (only male)	5	188	23.5	502.01
white-collar workers (only female)	1	120	15.0	100.40

Indicator LA 8

Education, training, counselling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases:

Dietzel offers all employees free of charge influenza and TBE vaccines. Additionally, we have each year a health day. In 2012 we offered vision, hearing tests, lung function and blood pressure tests. Twice a year we hold a work safety meeting with two external consultants.

In accordance with Austrian health regulations we conducted a diagnostic test on lead exposure which revealed no cases of intoxication. Once per quarter our industrial health experts carry out work place inspections.

In autumn 2012 we had a case of MTB which led to monitoring and screening initiatives in our company. The case had been reported to the relevant Authorities in Austria.

	Education/ Training		Counselling		Prevention/ Risk Control		Treatment	
	Yes	No	Yes	No	Yes	No	Yes	No
Recipients	Yes	No	Yes	No	Yes	No	Yes	No
Workers	X		X		X		X	
Worker's families		X		X				X
Community		X		X				X

Indicator LA 9

Health and safety topics covered in formal agreements with trade unions: According to existing legal regulations in Austria.

Indicator LA 10

Average hours of training per year per employee by gender, and by employee category: Basis is either professional job related training hours or general training such as fire safety and first aid given in man hours.

Staff Category	Total Hours	Hours per Capita
white-collar workers	384	4.27
male	368	5.94
female	16	0.57
blue-collar workers	345	3.11
male	345	3.11
female	0	0.00

Indicator LA 11

Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings: **Non existent**

Indicator LA 12

Percentage of employees receiving regular performance and career development reviews, by gender: We have formal performance assessment and career development review system in form of face-to-face meetings between executives and staff members of the relevant departments. These meetings are voluntary and held by request of the executive or the staff member (18 meetings in 2012).

Indicator LA 13

Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity: Distinction criterion in this appraisal is if the employee is Austrian citizen or not respectively if the employee has an official disabled status.

Gender	Age Group	Austrian Citizens	Foreigners	Disabled	Total
male		106	66	2	174
	60 or above	4	5		9
	50-59	33	21	2	56
	40-49	32	17		49
	30-39	22	17		39
	20-29	13	5		18
	16-19	2	1		3
female		27	9		36
	60 or above		1		1
	50-59	6			6
	40-49	11	4		15
	30-39	8	2		10
	20-29	2	2		4
	16-19				
Total		133	75	2	210

Indicator LA 14

Ratio of basic salary and remuneration of women to men by employee category: The table lists the average of basic salary and remuneration above minimum wages according to Austrian collective bargaining agreements. The numbers do not correspond with percentages given under indicator EC 5 as the level above minimum wages depends on the qualification and subsequently the collective bargaining agreement scheme.

Employment Type	Gross Salary
white-collar workers	male +8.9%
male	2,919.00
female	2,680.00
blue-collar workers	female +16.5%
male	1,572.00
female	1,832.00
plastics processing workers	male +22.9%
male	1,843.61
female	1,499.91
electro-technical workers	not applicable
male	2,846.00
female	-
Average	male +14.5%
male	2,295.15
female	2,003.97

Indicator LA 15

Return to work and retention rates after parental leave, by gender: One person returning from parental leave.

Indicator HR 1

Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening: **Not applicable**

Indicator HR 2

Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken: A screening of significant suppliers and contractors on human rights was conducted in form of questionnaires in 2011. In this appraisal the companies contacted were asked to answer the following questions:

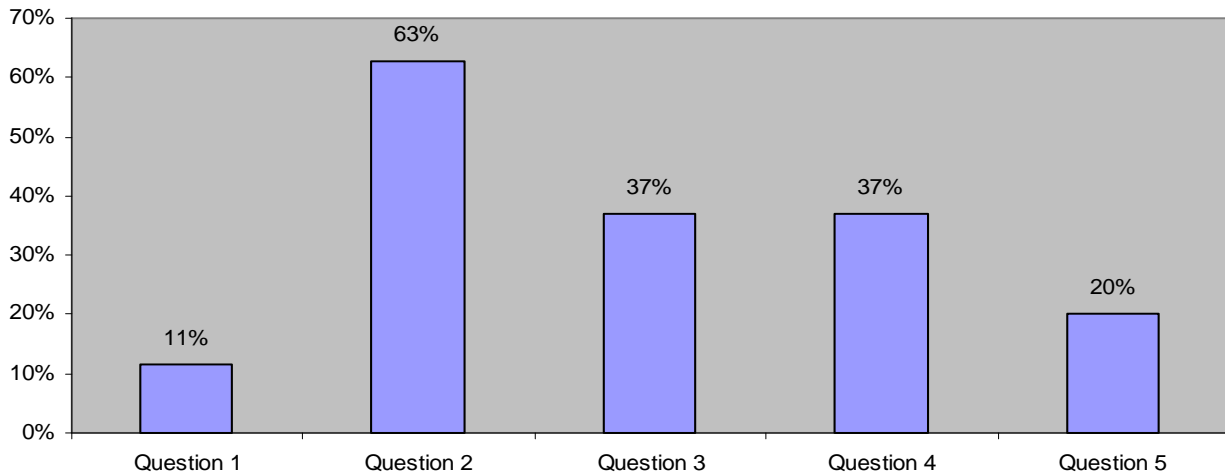
- Question1: *Is the enterprise member of the United Nations Global Compact?*
- Question2: *Has the enterprise standards or directives concerning the compliance with human rights?*
- Question3: *Did the management of the enterprise give any official statement in which they declare the compliance with human rights?*
- Question4: *Did the management of the company give any official declarations in which they state that the enterprise will not violate human rights as far as this is possible within their scope of control?*
- Question5: *Does the enterprise have any external audits which also cover the compliance with human rights?*

For the selection of significant suppliers and contractors we referred to the applicable sales volumes, i.e. partners that contributed to 80% of the total sales or purchase volume in 2011. The screening therefore involved 100% of significant suppliers or contractors. Related to the relevant departments this involved:

- Domestic Sales: customers with a purchase volume of EUR 50,000 or higher (82 contacts)
- Export Sales: customers with a purchase volume of EUR 100,000 or higher (15 contacts)
- Procurement: suppliers with a sales volume of EUR 100,000 or higher (28 contacts)

In total 125 companies were contacted of which 35 returned the completed questionnaires. The results are as follows:

Percentage of Positive Answers



Most companies did not complete the questionnaires but indicated to us that human rights are constitutionally guaranteed in their country. Therefore, they considered the appraisal as futile. We also have no reason to assume that any of our partners is or has been involved in human rights infringements or violations (see Indicator HR 5, 6 and 7). Thus, no action was taken.

Indicator HR 3

Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained: **Not applicable**

Indicator HR 4

Total number of incidents of discrimination and corrective actions taken: **None**

Indicator HR 5

Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights:

**None**

Indicator HR 6

Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour: **None**

Indicator HR 7

Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour: **None**

Indicator HR 8

Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations: **Not applicable**

Indicator HR 9

Total number of incidents of violations involving rights of indigenous people and actions taken: **None**

Indicator HR 10

Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments: **Not applicable**

Indicator HR 11

Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms: **Not applicable**

Indicator SO 1

Percentage of operations with implemented local community engagement, impact assessments, and development programmes: **Not applicable**

Indicator SO 2

Percentage and total number of business units analysed for risks related to corruption: **None**

Indicator SO 3

Percentage of employees trained in organisation's anti-corruption policies and procedures: **We did not conduct training in anti-corruption policies and procedures. Our employees are required to follow the code of conduct and the management principles for executives. Additionally, we have a four-eye principle in place for all business decisions and transactions. Our security partner company is also required to conduct exit inspections from time to time.**

Indicator SO 4

Actions taken in response to incidents of corruption: **Not applicable**

Indicator SO 5

Public policy positions and participation in public policy development and lobbying: **Not applicable**



Indicator SO 6

Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country: **Not applicable**

Indicator SO 7

Total number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices and their outcomes: **Not applicable**

Indicator SO 8

Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations: **Not applicable**

Indicator SO 9

Operations with significant potential or actual negative impacts on local communities: **None**

Indicator SO 10

Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities: **Not applicable**

Indicator PR 1

Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and service categories subject to such procedures: **Not applicable**

Indicator PR 2

Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes: **None**

Indicator PR 3

Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements: **Our products have no particular product or service information requirements**

Information Type	Information Requirements	
	Yes	No
Sourcing of components		
Content		X
Safe use		X
Disposal		X
Other		X

Indicator PR 4

Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes: **None**

Indicator PR 5

Practices related to customer satisfaction, including results of surveys measuring customer satisfaction:

We conduct questionnaire based customer satisfaction surveys biennially. They are qualitative researches covering general satisfaction criteria, customer orientation and relationship perception, quality aspects and service level, technological comparability and logistics. These surveys are part of our ISO 9001 quality assurance system. In 2012 we conducted 17 surveys.

Sales representatives have to file reports about their visits, especially concerning information about customer satisfaction or claims, into a marketing data base.

From particular customers we get annually a supplier ranking. In 2012 we received 8 supplier evaluations of which 7 ranked us as A supplier and 1 as D supplier.

Indicator PR 6

Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship: **Non existent**

Indicator PR 7

Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes: **None**

Indicator PR 8

Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data: **None**

Indicator PR 9

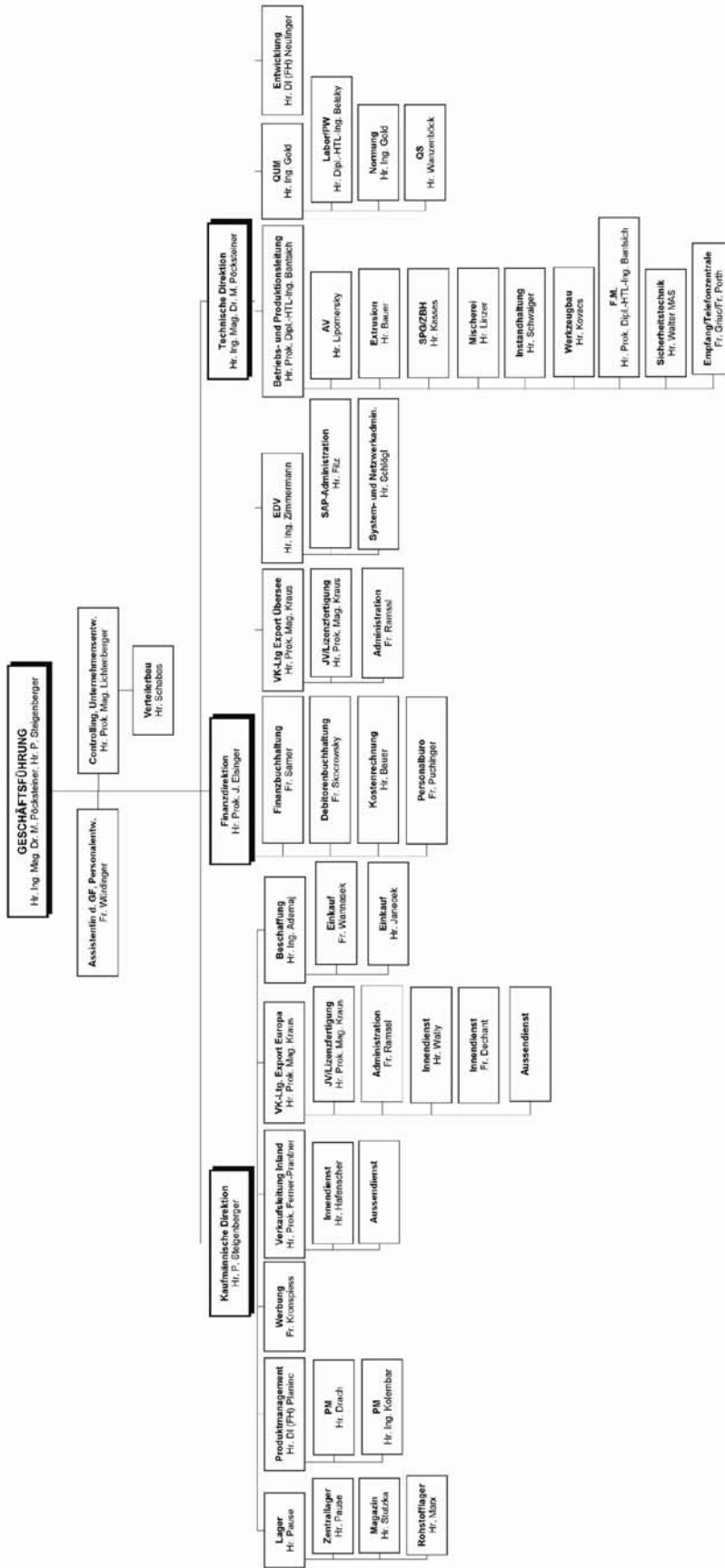
Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services: **Not applicable**

# Appendix 1

## Organisation Chart (available only in German)



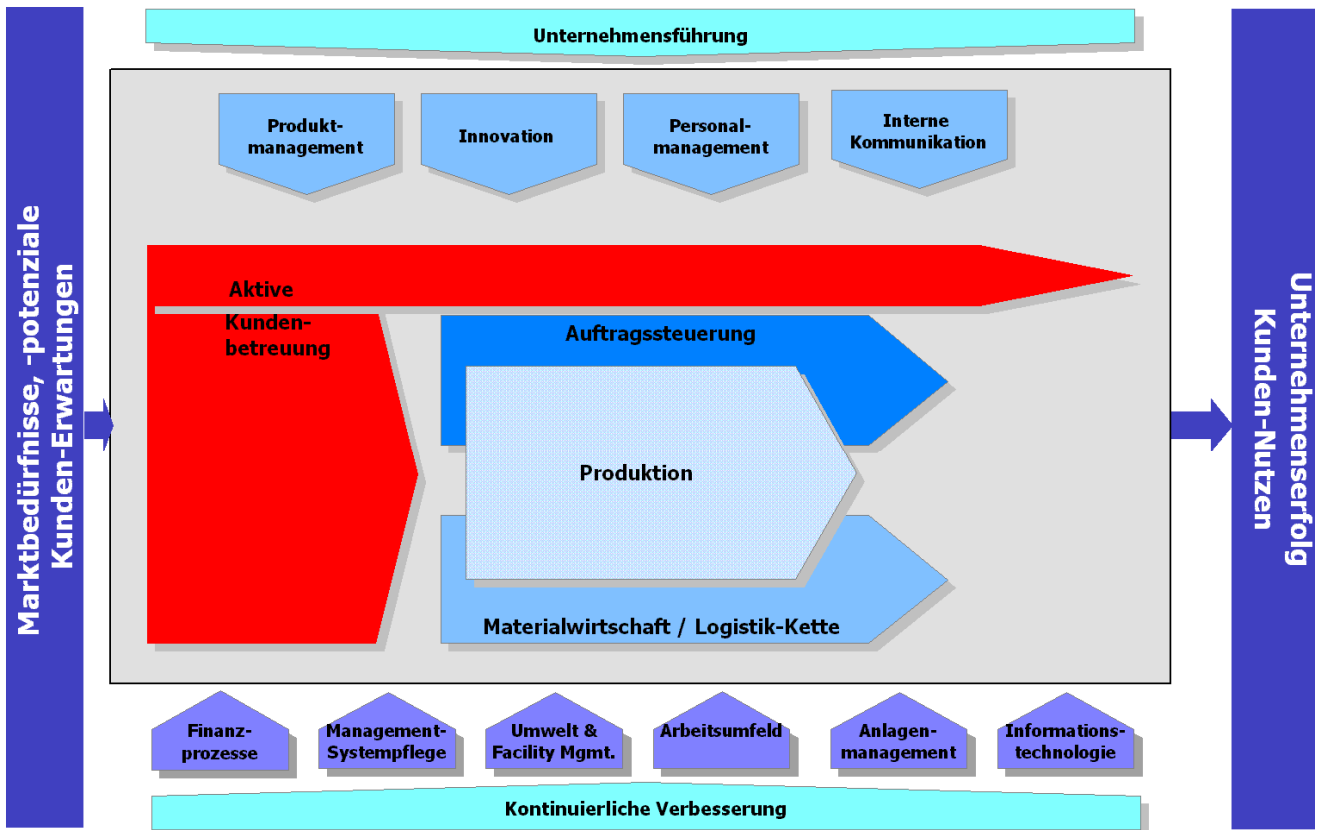
**DIETZEL GmbH**  
Organigramm 2012-1A



Erstellt am: 04.06.12 Ing. A. Gold  
Geprüft am: 04.06.12 B. Würdinger  
Freigegeben am: 04.06.12 Dr. M. Pöcksteiner

## Appendix 2

Process Map (available only in German)



## Appendix 3

### Countries of Operation

#### **Austria:**

Dietzel GmbH  
Headquarters  
Haidequerstr. 3-5  
A 1110 Vienna

#### **Slovakia:**

Univolt-Remat s.r.o.; Univolt-Slovakia s.r.o.  
Manufacturing Plant Slovakia, Subsidiary of Dietzel GmbH  
Šenkvičná cesta 16  
SK 90201 Pezinok

#### **Germany:**

Dietzel Univolt Deutschland GmbH  
Sales Office Germany, Subsidiary of Dietzel GmbH  
Benno Strauß-Straße 13  
D 90763 Fürth

#### **United Kingdom:**

Univolt (UK) Ltd.  
Sales Office United Kingdom, Subsidiary of Dietzel GmbH  
Unit 4, Quadrant Park, Black Fan Road  
Welwyn Garden City AL7 1FS, England

#### **Canada:**

Univolt Canada Ltd.  
Central Sales Office North America, Subsidiary of Dietzel GmbH  
11, Hoover Drive  
Thornhill, Ontario L3T 5M6

#### **Hungary:**

Univolt Hungária Kft.  
Sales Office Hungary, Subsidiary of Dietzel GmbH  
Központi út 65  
H 1211 Budapest

#### **Hong Kong:**

Univolt (HK) Limited  
Sales Office Hong Kong, Joint Venture with 60% Dietzel share  
Unit 1006, Yan Hing Centre  
9-13 Wong Chuk Yeung Street  
Fo Tan, Shatin, N.T.  
Hong Kong

#### **China:**

Univolt Extrusions (Dongguan) Co. Limited  
Manufacturing Plant China, Subsidiary of Univolt HK Ltd.  
Block No. 4 Long Gan Industrial Centre  
Shi Pai Town of Dongguan City  
Guangdong

#### **Brazil:**

Wetzel Univolt Indústria de Plásticos Ltda.  
Registered Office of local Manufacturing Plant Brazil, Joint Venture with 40% Dietzel share  
Rua Senador Felipe Schmidt, 228  
89201-440 - Joinville - SC, Brazil

## Appendix 4 Corporate Mission

### Quality Standards

We deploy our know-how and our market position to assure continuous high product and service quality.

### Customer Orientation

We want our customers to be successful and ensure fast delivery service and competent consulting.

### Personnel Development

We support individual responsibility and commitment and invest in advanced training and personality development.



### Reliability

It governs our actions and processes towards our customers as well as our suppliers.

### Sustainability

We commit to fostering health ecosystems and adhere to environmental protection guidelines.

### Innovation Aptitude

It is the main incitement of our current and future performances. It enables us to provide a basis for a positive profit development and necessary investments.

### Internationality

We rely on an extensive distribution network with international partners and we permanently expand our export markets.

## Appendix 5

### Code of Conduct (available only in German)

#### Verhaltenskodex für Mitarbeiter der Dietzel GmbH

Der vorliegende Verhaltenskodex stellt eine zusammenfassende und verbindliche Leitlinie für Vertragsbedienstete der Firma Dietzel GmbH dar, die im Folgenden als „Mitarbeiter“ bezeichnet werden. Die Bestimmungen gelten sowohl für Führungskräfte als auch für alle anderen Mitarbeiter gleichermaßen. Der Verhaltenskodex dient sowohl als internes Regelwerk für Mitarbeiter, bezieht sich aber auch auf die Außenbeziehungen des Unternehmens mit Kunden, Geschäftspartnern und der Öffentlichkeit. Der Verhaltenskodex wurde von der Geschäftsführung der Dietzel GmbH beschlossen und den Mitarbeitern mit Auftrag zur Einhaltung zur Kenntnis gebracht.

#### Allgemeines

Die Mitarbeiter der Dietzel GmbH sind sich ihrer Verantwortung bewusst, die Unternehmensgrundsätze und unser Leitbild zu beherzigen und in ihrer Tätigkeit zu berücksichtigen. Sie bekennen sich zur Verpflichtung, ihre Tätigkeit zum Nutzen der Dietzel GmbH bestmöglich auszuüben. Die den Mitarbeitern zugewiesenen Verantwortungsbereiche und Aufgaben werden mit Engagement, Loyalität und unter Einhaltung der branchenüblichen Berufsstandards erfüllt.

#### Einhaltung von Gesetzen

Die Mitarbeiter sind dazu angehalten, die gesetzlichen Bestimmungen im Rahmen ihrer Tätigkeit einzuhalten und von Handlungen abzusehen, die geeignet sind, das Ansehen der Dietzel GmbH zu beschädigen. Dies gilt auch für eingegangene Verpflichtungen, die keiner gesetzlichen Regelung unterliegen, durch deren Verletzung aber die Qualitätsstandards und Leitbilder der Dietzel GmbH beeinträchtigt werden.

#### Umgang mit Kunden

Die Mitarbeiter der Dietzel GmbH verstehen sich als Mitwirkende eines Qualitätsunternehmens. Daher sind Kundenanfragen rasch, freundlich und kompetent zu bearbeiten. Sollten die Anfragen außerhalb des Kompetenzbereiches unseres Unternehmens liegen, sind die Mitarbeiter aufgefordert, Kunden Hilfestellung bei deren Anliegen angeeignet zu lassen.

#### Gleichbehandlung

Als Mitglied des United Nations Global Compact verpflichtet sich Dietzel GmbH, jede Form von Diskriminierung gegenüber anderen Menschen – sei es auf Grund von Herkunft, Rasse, religiöser Überzeugung, Geschlecht, körperlicher und geistiger Behinderung, anderen Weltanschauungen oder politischer Einstellung – zu unterbinden. Dies gilt sowohl für die Innen- als auch Außenbeziehungen des Unternehmens und ist von den Mitarbeitern ausnahmslos zu respektieren. Unsachliche Behandlung von Mitarbeitern oder Kunden oder unzulässige Beeinträchtigungen anderer Mitarbeiter oder von Kunden haben zu unterbleiben.

#### Zwischenmenschlicher Umgang

Sowohl das Unternehmen als auch die Mitarbeiter haben Anspruch auf Loyalität, bestmögliche Aufgabenerfüllung und Unterstützung aller Beteiligten zum gemeinsamen Unternehmenserfolg. Mitarbeiter haben den Weisungen, Vorgaben und Richtlinien der Führungskräfte nachzukommen und ihrerseits Anspruch auf Schaffung eines angemessenen Arbeitsumfeldes sowie adäquater Rahmenbedingungen für die ihnen zugetragenen Aufgaben. Jedem Mitarbeiter soll nur jene Leistung in qualitativer und quantitativer Hinsicht abverlangt werden, die auf Grund seiner Ausbildung und dem bisherigen Werdegang erwartet werden kann. Eventuelle Konflikte sind nach bestem Bemühen durch gemeinsame sachliche Lösungsansätze der Führungskräfte und Mitarbeiter auszuräumen. Zur vorsorglichen Vermeidung von Konfliktpotenzial sind Führungskräfte und Mitarbeiter aufgefordert, von Zeit zu Zeit oder bei Bedarf im Rahmen eines korrekten Dialogklimas Mitarbeitergespräche abzuhalten.

#### Vertraulichkeit

Unternehmenseigene Schriftstücke, Informationen und Daten unterliegen grundsätzlich der Vertraulichkeit und sind von den Mitarbeiter sorgsam zu behandeln. Äußerungen zur Geschäftstätigkeit der Dietzel GmbH sowie die Weitergabe von Datenbeständen oder betriebliche Angelegenheiten sind nur nach ausdrücklicher Genehmigung der vorgesetzten Stelle oder der Geschäftsführung gestattet.

#### Umgangsformen

Dietzel GmbH setzt den respektvollen und angemessenen Umgang der Mitarbeiter untereinander als auch mit externen Personen voraus. Dies gilt insbesondere für Mitarbeiter, die zeitweise oder ständig in Kontakt mit Kunden und Geschäftspartnern stehen und in ihrem Auftreten darauf zu achten haben, dass der Ruf des Unternehmens gewahrt bleibt.

#### Sonstige Verhaltensnormen

Mitarbeiter haben die private Internetnutzung auf Einrichtungen der Dietzel GmbH auf ein solches Maß zu beschränken, das keine Beeinträchtigung der dienstlichen Aufgaben darstellt. Die missbräuchliche Verwendung der Einrichtungen sowie das Abrufen und die Weitergabe anstößiger oder illegaler Inhalte sind ausdrücklich untersagt. Alkoholkonsumation während der Arbeitszeit ist – mit Ausnahme von üblichen Mengen im gesellschaftlichen Rahmen der Unternehmensrepräsentation oder festlichen Anlässen – generell untersagt. Die Mitarbeiter haben ihre Aufgaben unter Beachtung betriebswirtschaftlicher Grundsätze zu erfüllen und mit dem zur Verfügung gestellten Eigentum der Dietzel GmbH sorgsam umzugehen. Die private Nutzung der betrieblichen Einrichtungen ist nur in jenen Fällen erlaubt, für die eine entsprechende Sonderregelung besteht.

#### Korruption und Bestechung

Dietzel GmbH verpflichtet sich, im Rahmen der zur Verfügung stehenden Einflussmöglichkeiten Korruption und Bestechung zu unterbinden. Mitarbeiter sind dazu angehalten, keine Absprachen zu treffen, die entweder Fälle von Korruption oder Bestechung darstellen oder in die Nähe solcher Tatbestände gerückt werden. Vorfälle und Vermutungen dieser Art sind der Geschäftsführung zur Kenntnis zu bringen.

#### Belegswesen

Sämtliche Transaktionen, die nicht über das firmeneigene Betriebssystem erfasst werden, sind nach Art und Umfang aufzuzeichnen und durch Belege zu erfassen, um die wahrheitsgetreue und korrekte Rechnungslegung des Unternehmens zu gewährleisten. Anschaffungen, die einen Betrag von 200 Euro überschreiten, sind vorab von der Controlling-Abteilung zu prüfen und gegebenenfalls nach Rücksprache mit der anfordernden Stelle freizugeben.

#### Umweltschutz

Umweltschutz ist ein zentrales Anliegen unseres Unternehmensleitbildes. Dietzel GmbH stellt in diesem Zusammenhang nicht nur den schonenden Umgang mit Ressourcen sicher, sondern widmet sich im Rahmen der zur Verfügung stehenden Möglichkeiten auch einer nachhaltigen Unternehmensentwicklung. Mitarbeiter haben in ihrer Tätigkeit für das Unternehmen die getroffenen Maßnahmen umzusetzen. Dies gilt vor allem für die Mülltrennung und in Bezug auf Vermeidung von Papier- und Verpackungsmüll.

#### Vorteils- und Geschenkannahme

Mitarbeitern ist die Annahme von finanziellen oder sonstigen Vorteilen untersagt, sofern es sich nicht um branchen- oder anlassübliche Geschenke handelt und der anzunehmende Wert ein übliches Maß nicht wesentlich überschreitet. Gegenüber Dritten darf die Geschenkannahme nicht mit Versprechungen verknüpft werden.

#### Ausscheiden aus dem Unternehmen

Die in diesem Verhaltenskodex zusammengefassten Bestimmungen und Anleitungen sind auch von jenen Mitarbeitern einzuhalten, die das Unternehmen verlassen. Insbesondere gilt dies für die Bestimmungen der Vertraulichkeit.

#### Zweifelsfälle

In Zweifelsfällen sind Mitarbeiter aufgefordert, die zu Grunde liegenden Konzepte des Verhaltenskodex in Bezug auf ethisches, moralisches und professionelles Verhalten zu beachten. In Zweifelsfällen können sich Mitarbeiter an die zuständigen Führungskräfte wenden.

#### Verhalten von Führungskräften

Führungskräfte der Dietzel GmbH haben die Führungsgrundsätze des Unternehmens einzuhalten. Die Inhalte und Ziele dieser Grundsätze sind für Führungskräfte als auch für Mitarbeiter jederzeit über das firmeneigene Intranet unter der Kategorie „Organisation“ abrufbar.

#### United Nations Global Compact

Die zehn Prinzipien des United Nations Global Compact bilden die Ausgangs- und Referenzbasis für die Verhaltensgrundsätze und Leitbilder des Unternehmens und seiner Mitarbeiter.

Wien, Jänner 2012

Geschäftsführung  
Dietzel GmbH

## Appendix 6

### Management Principles for Executives (available only in German)

#### Führungsstil bei DU

Die Führungskräfte streben einen kooperativen Führungsstil an und sind überzeugt, dass dieser den heutigen Anforderungen an Führung und Zusammenarbeit am besten gerecht ist.

#### Ziele setzen

Um auch in Zukunft erfolgreich zu sein, müssen wir uns Ziele setzen, sowohl im strategischen als auch im operativen Bereich. Mit dem Mitarbeiter gemeinsam setzen wir diese konkret zu erfüllenden Ziele fest. Es ist uns dabei wichtig, dass der Mitarbeiter versteht, welchen Beitrag er damit für das gesamte Unternehmen leistet.

#### Delegieren

Durch Delegieren wollen wir einerseits erreichen, dass Führungskräfte von Aufgaben, die auch Mitarbeiter zufriedenstellend erledigen können, entlastet werden und andererseits unsere Mitarbeiter fördern, indem durch neue Aufgabenstellungen deren Kompetenz und Motivation gesteigert wird.

#### Informieren

Mit einem gut funktionierenden Informationskreislauf wollen wir den Mitarbeiter die für seine Aufgabenerfüllung notwendigen Informationen zur Verfügung stellen und gleichzeitig die Weitergabe der wesentlichen Unternehmensabsichten und Unternehmensziele sicherstellen.

#### Prioritäten setzen

Um der Fülle von Aufgaben, denen wir täglich gegenüber stehen, erfolgreich zu begegnen, müssen wir Prioritäten setzen. Aufgaben, die für das Unternehmen im Moment wichtig und dringlich sind, werden nach finanziellen und zeitlichen Gesichtspunkten geeicht.

#### Verantwortungsbereich definieren

Die Aufgabenstellungen und die dazu notwendigen Kompetenzen und die Verantwortung pro Mitarbeiter wollen wir genau definieren, um effizientes und freies Arbeiten zu ermöglichen.

#### Motivieren

Wir wollen unseren Mitarbeitern zu mehr Engagement und Freude bei ihrer Arbeit verhelfen und damit die Leistungseffizienz über die persönliche Zufriedenheit der Mitarbeiter steigern.

#### Loben – Anerkennen

Wir steigern die Identifikation der Mitarbeiter mit ihren Aufgaben und ihrer Motivation, indem wir ihre Leistungen offen anerkennen.

#### Eigeninitiative fördern

Wir wollen die Selbstständigkeit und Kreativität unserer Mitarbeiter fördern und sie aktivieren, Verbesserungsvorschläge und Ideen einzubringen.

#### Eigene Tätigkeiten optimieren

Wir wollen unseren Arbeitsablauf optimieren und überprüfen laufend unsere Termine, Ergebnisse und selbstgesteckten Ziele.

#### Kontrollieren

Zur Ergebnisbewertung ist Kontrolle notwendig. Als Führungskräfte kontrollieren wir die uns unterstellten Mitarbeiter auf die Erfüllung ihrer Aufgaben im Sinne der Zielsetzung des Unternehmens.

#### Vorbild sein

Wir Führungskräfte sind uns bewusst, dass wir im beruflichen wie im privaten Bereich eine Vorbildfunktion für unsere Mitarbeiter innehaben.

#### Fachliche Kompetenz

Als Vorgesetzte erweitern wir laufend unsere fachliche Kompetenz, um die an uns gestellten Anforderungen erfüllen zu können.

#### Zuhören

Als Vorgesetzte hören wir unseren Mitarbeitern aktiv zu, um ihre Probleme und Bedürfnisse zu verstehen und Unterstützung anbieten zu können (aktives Zuhören).

Mit den Führungsgrundsätzen sollen folgende Ziele erreicht werden:

- Schaffung eines gemeinsamen Grundverständnisses zum Thema „Führung“
- Erstellung von Richtlinien der Zusammenarbeit
- Bewusst werden von Prozessen gleichlaufender Führungshandlungen
- Offener Gesprächsbasis
- Besseres Verständnis untereinander
- Offenes Ansprechen von Problemen beim Führen
- Einheitliche Denkhaltung und Vorgehensweise bei der Motivation, Förderung, Delegation, Beurteilung von Mitarbeitern
- Offenes Ansprechen des „Umgangs mit der Macht“
- Einheitliches Begriffssystem – man spricht eine Sprache
- Schaffung von Grundlagen zur Beurteilung von Führungsfähigkeiten und Führungsfunktionen